



Talent Management

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Background

- **Problem:** Maximize Army capabilities & capacity regardless of force structure and missions
- **Environment:**
 - Complex, unpredictable, unknowable world
 - Fight with the Army we have – leaders adapt to the problem
 - Army does many things well
 - Perception of sub-optimal retention, promotion, & assignment
 - Ongoing efforts (OSD Force of the Future, 2-star TF, TRADOC)
- **Goals:**
 - Improve talent development
 - Improve talent matching
 - Stabilize or reduce costs



Findings

- Limited understanding and ability to access unique talents
- Personnel system hinders cross-compo integration
- Past civilian reform efforts compromised by process



Broad Proposals

- For Civilians and Soldiers (Officers and Enlisted):
 - Education
 - Assessment & Evaluation
 - Assignments
- Themes
 - More rigorous education
 - Better assess, identify, and track Army talent
 - More merit-based, well-rounded promotions
 - Less centrally managed Total Army assignments



Proposals

- Endorse 2-Star Talent Management TF & suggest topics (relook/combine OPMS/ADS XXI):
 - Soldier market-based assignment system
 - Methods to capture skills and capabilities (e.g. People Soft)
 - Integrating assessments into military schooling
 - Augmenting current promotion and evaluation system (external evaluations, career field proponent evaluations, other assessments, etc.)
 - A civilian line of effort



Proposals

- Increase PME Rigor
 - Raise standards (recycles or failure ok)
 - Better integrate school results into boards (current AERs ineffective)
 - Attract better instructors (military and civilian)
- Give services promotion flexibility for broadening (DOPMA changes)